

CENTRAL INTELLIGENCE AGENCY  
OFFICE OF CENTRAL REFERENCE

28 May 1963

MEMORANDUM FOR: Deputy Director (Intelligence)

SUBJECT: Debriefings, Briefings and Tours in CIA  
25X1A

REFERENCES: (1) [REDACTED] 1 April 1961 - Debriefing of U.S.  
Government Officials Returning from Abroad  
25X1A (2) [REDACTED] 1 April 1961 - Briefing of Military  
Service Attaches  
(3) DD/I N-50-100-29, 7 May 1962 - DD/I  
Participation in the Briefing of Foreign Visitors  
(4) Memorandum dtd 16 March 1962 from the DD/P  
to Chiefs, CS Divisions and Staffs, Subject:  
Briefing of Foreign Visitors by DD/I Officers

1. The purpose of this memorandum is to describe the status of the briefing and debriefing programs within the Agency and to note certain areas where improvements can be made or responsibilities clarified.

2. The major responsibility for this program is carried by the Liaison Staff of OCR. In 1962 LS/OCR conducted 266 briefings for 386 individuals with 1,716 in attendance, and 224 debriefing sessions of 210 individuals with 1,600 in attendance and arranged 63 tours for 718 individuals. The Office of Training has arranged for lecturers in formal training activities of other departments, such as the Defense Intelligence School and the Foreign Service Institute. OTR has also arranged for the briefing of outgoing ambassadors and other senior officials, but OCR, acting under informal instructions from the DDI, has also sponsored some Headquarters briefings of this kind in conjunction with DDP desks. A tabular presentation of the distribution of debriefing and briefing responsibilities is shown in Tab A.

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3. Debriefings

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a. Agency Regulation [REDACTED] "Debriefing of U.S. Government Officials Returning from Abroad," promulgates policy, assigns responsibility, and outlines procedures for CIA participation in debriefings. It assigns to OCR responsibility for arranging such debriefings, including the debriefing of ambassadors.

b. The Department of State compiles and furnishes to OCR a weekly list of ambassadors returning to Washington. This list is circulated within the Agency. When requested, OCR makes arrangements for ambassadors to meet with the Board of National Estimates. The Liaison Staff escorts the ambassador to the Board meeting and sometimes arranges other appointments while the ambassador is at Langley. The Department of State also invites CIA representatives to participate in general debriefings of ambassadors held in the Department. The Agency for International Development (AID) furnishes OCR a weekly list of USOM Directors who are in Washington. The procedure followed is the same as for ambassadors.

c. The Department of State arranges for general debriefings of some returning FSO's in which Agency participation is invited. However, there is no single channel at the Department through which the Agency can be informed of all returnees of potential interest. Nevertheless, there has been some success in arranging debriefing sessions on an individual basis. (See also para. 4.g., below.)

d. The Office of Central Reference receives notice of all returning Army attaches. Most debriefings in which CIA analysts participate are held in the Pentagon and are very general in character. Army regulations limit TDY in Washington to three working days. In exceptional cases, where the attache's next station is in the Washington area, OCR has arranged to debrief him after he has reported to his new assignment. In instances where an attache of special interest will be away from this area, arrangements have been made through [REDACTED]/DD/P to have him detailed to CIA for the time necessary to debrief him.

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e. The Navy follows much the same policy as the Army in returning attaches and selected assistant attaches through Washington. OCR is usually able to bring naval attaches to Headquarters, although not always long enough to satisfy every analyst.

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f. The Air Attache Branch of AFCIN makes all returning attaches available for as long as the Agency needs to have them.

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g. Under the provisions of HR [REDACTED] OCR used to canvass the USIB agencies to determine interest in debriefing non-USIB officials returning from travel to foreign areas. OCR has virtually discontinued this practice because (1) OO/C now has the basic responsibility under DCID 2/8 for exploiting U.S. Government personnel for foreign positive intelligence, and (2) there is little interest in debriefing returning personnel of the non-USIB agencies except for the few Agricultural Attaches from bloc posts, whom OCR secures primarily for ORR.

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h. HR [REDACTED] directs the heads of CIA components to inform OCR of the return from abroad of such personnel as may be available for debriefing by CIA offices and USIB agencies. There has been virtually no compliance with this directive. It is known, however, that some debriefing of CIA personnel is being done on a direct office-to-office basis without OCR participation.

4. Briefings

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a. HR [REDACTED] "Briefing of Military Service Attaches," makes the Director of Training responsible for "ascertaining and meeting Agency briefing requirements" for service attaches. This is the only Agency Regulation on the subject of briefing personnel from other agencies. The OTR briefing responsibility is discharged mainly by furnishing lecturers at the various service schools. OTR does not undertake the individual substantive briefing of attaches of the kind arranged by OCR.

b. OCR entered the picture some years ago when its Registers started to invite the attaches-designate to visit their facilities and examine their holdings in order to provide a demonstration of the assistance available to them and, at the same time, to show how their future reporting would be processed. Since the briefing was done at CIA, other components of the Agency were invited to participate. This has developed into a highly significant activity in which the services participate with increasing interest.

c. Army attaches-designate are individually briefed by CIA while they are attending the DIS in Washington. Since approximately 25% of them go from this school to the West Coast for language training, and then leave directly for their overseas posts, a year or more may elapse before the attaches arrive on station.

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d. Naval attaches-designate are now also being made available through the DIS. This procedure makes all Naval attaches-designate available to CIA, although it takes from three to six months before they report on station. There is increasing interest in these briefings, both on the part of Navy and of CIA analysts.

e. The Air Force is very cooperative in scheduling attaches and makes them available for as long a period as may be needed. Air attaches are normally briefed from two to six weeks before departure.

f. The Liaison Staff receives requests from the services for special briefings of personnel going overseas to intelligence positions. The volume is rather small and briefings are tailored to individual requirements. Some requests for this type of briefing originate with CIA components.

25X1A g. The briefing of Foreign Service Officers is not included in HR [REDACTED] However, OTR provides lecturers and speakers for the Foreign Service Institute. The Department of State arranges for some general briefings of FSO's in which Agency participation is invited and, on rare occasions, requests individual briefings for these officers. There is no single source within the Department where a timely and comprehensive list of outgoing (or incoming) FSO's can be obtained. All FSO's, however, are required to report to OCR's Biographic Register between assignments, thus providing OCR with some information on which to develop briefing arrangements. OCR is aware that some FSO's are briefed by CIA individuals or components without making them available to others on a coordinated or Agency-wide basis.

25X1A h. Briefings for non-USIB personnel departing for overseas are very limited since they have little intelligence potential. However, the [REDACTED] OO/C sees many of these people. OCR does arrange (usually with ORR) to brief selected Agricultural Attaches and, in recent months, has initiated an Agency-wide program to brief AID personnel going out as Chiefs or Deputy Chiefs of the USOM's.

i. There is no program for the individual briefing of Chiefs of MAAG missions. The OCR Liaison Staff has arranged some briefings of this type on an ad hoc basis, and OTR participates in the regular program at the Military Assistance Institute.

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j. Although HR [REDACTED] assigns to OCR the responsibility for the debriefing of ambassadors, there is no similar regulation covering the briefing of ambassadors or other senior officials. This function has been assumed

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primarily by OTR; however, the O/DD/I has informally designated LS/CR as the responsible component for making arrangements for the briefing of Interdepartmental Survey Groups at Headquarters, as well as senior U.S. officials going abroad on TDY. Such briefings are coordinated with other Agency components. The DCI and/or DDCI, the DD/I and DD/P are informed of the pending visits and they (or their designated representatives) sometimes participate.

#### 5. Tours

a. The Liaison Staff also arranges orientation tours of OCR facilities for both Agency and non-Agency personnel. In addition, it coordinates visits to other components of the Agency by representatives of outside agencies. Tours of other Government facilities including commercial installations under contract to the U.S. Government are arranged for both CIA personnel and foreign visitors of the DD/P. The Office of Operations (OO) arranges similar visits to strictly commercial installations.

b. DD/I N 50-100-29 of 7 May 1962 designated the Chief, Liaison Staff, OCR, the focal point for coordinating DD/I participation in briefings and tours of DD/I facilities for foreign visitors of the DD/P. Occasionally trips to other Government facilities have been arranged for foreign visitors by OCR but some offices make their own arrangements.

c. Attached as Tab B is a selected list of typical tours conducted by OCR in recent months.

#### 6. Operating Procedures

a. By their very nature, substantive briefings and debriefings of individuals cannot be subjected to a standardized format. Although the Liaison Staff applies uniform administrative and coordination procedures in arranging each briefing or debriefing, the actual program that evolves in each case is subject to so many variables that it is essentially unique. These variables include the origin of the request for the meeting; its purpose; the rank, character, and experience of the individual; his assignment and the geographic area or subject involved; the extent of interest; the amount of time available; the location; the size of the group; the security arrangements; and, sometimes, the amount of advance notice to OCR. In each case, notification must be made; the participation of each office or, frequently, of each

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individual negotiated and scheduled; transportation, escorts, and space must be arranged; and a program prepared and issued which reconciles the needs of the Agency with the availability of the individual involved.

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b. Since most of these sessions are arranged so that each office meets with the official separately, there is seldom a problem of coordinating several competing interests. Every attempt is made, in accordance with HR [REDACTED] to keep attendance at debriefings to a minimum and to include only those highly qualified specialists who can best represent the Agency. OCR is, however, largely dependent upon the nominating offices with respect to the selection and contributions of participants. The actual conduct of a debriefing devolves upon the host office. OCR acts as the middleman who makes sure that the host and the participants are fully informed, facilitates the development of the program, and makes all of the administrative arrangements. The substantive content and the conduct of the briefing or debriefing are in the hands of the chairman representing the host office. With the exception of the debriefing of ambassadors, the directives provide little specific guidance in this area.

c. A typical briefing schedule is attached as Tab C. There are also selected statistics showing the variations in office participation in different kinds of briefings and debriefings (Tabs D and E).

#### 7. Problems

The program, as briefly described, is functioning smoothly and effectively with only occasional lapses usually attributable to divided responsibility or imprecise delegation of duties. Although no critical problems are apparent, there are certain areas where improvements could be made.

a. CIA regulations do not reflect the existing OCR program for the individual briefing of attaches and FSO's (as opposed to the type of support provided by OTR to the service schools) nor do they adequately cover the briefing of outgoing ambassadors or other senior officials. The fact that OCR makes the arrangements for virtually all briefings and debriefings, including (by directive) the debriefing of ambassadors, but does not exercise control over the briefings of ambassadors has resulted in occasional confusion. Without invading the prerogatives of the CIA Briefing Officer to participate, as at present, in such briefings, it would seem logical, and a contribution to more efficient coordination, to extend OCR's present responsibility with respect to debriefings to include briefings of ambassadors and other senior U. S. officials.

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b. There is still some uncoordinated briefing and debriefing being conducted in the Agency; lacking central control, maximum benefits for the Agency are probably not being realized.

c. The heads of CIA components, for apparently adequate reasons, do not comply with the requirement that they inform OCR of the return from abroad of persons available for debriefing.

8. Recommendations

Since the present regulations are outdated or otherwise do not reflect the arrangements in this field which are currently in effect, it is proposed that a single regulation be drafted and that it include the following.

a. Designation of the Liaison Staff of OCR as the single control point for arranging Agency-wide participation in briefings and debriefings (including the briefing of ambassadors), for conducting tours in the Headquarters area, and for coordinating tours of other U.S. Government facilities in the continental U.S. by foreign visitors under CIA sponsorship. Exceptions to the coordination of tours would be made where DD/P-sponsored foreign visitors would be confined to the DD/P only; also excluded would be visits to commercial or industrial facilities in which there is no U.S. Government interest; and excluded would be visits by foreign visitors who are concerned solely with certain restricted areas of interest and who would tour facilities engaged in such restricted activities.

b. Exclusion or modification of the regulation directing heads of CIA components to inform OCR of returnees, permitting each operating head to make such persons available at his own discretion.

c. Assignment to the Office of Training of continued responsibility for providing lecturers for the formal training activities of other departments and agencies.

9. With your approval, OCR will proceed to draft a new regulation and coordinate it informally with interested offices. Since the final adoption

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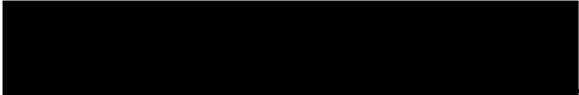
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and promulgation of an Agency Regulation may be somewhat delayed, a DD/I instruction will also be drafted for the interim guidance of DD/I components.

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PAUL A. BOREL  
Assistant Director  
Central Reference

Attachments

- TAB A - Status of Program
- TAB B - Selected Tours
- TAB C - Briefing Schedule
- TAB D - Selected Briefings
- TAB E - Selected Debriefings

Approved:

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Deputy Director (Intelligence)

31 May 1963  
Date

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